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Anonymous

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New Experience Requirements for Promotion Are Announced

BROAD EXPERIENCE FOR OUR PROFESSIONAL PEOPLE has always been one of the goals of our firm. With few exceptions it has never been our practice to have people specialize during the earlier years of their career, although we have an urgent need for trained people in each service area. The exceptions have usually involved people with specialized education or experience. During recent years, however, we have become even more aware of the need for the "account executive" or "general services" type of partner and manager. We need people who can be a liaison between the client and every type of service we have to offer: people who can assess any financial problem that comes up in the operation of a business and recommend the specialist or combination of specialists from our firm who are best equipped to deal with it.

This breadth of experience is no longer an ideal but a necessity if we are to provide our clients with the best possible quality of service. Accordingly, we have formalized our policy of experience requirements for promotion as outlined below.

General Statement of Experience Requirements

All inexperienced staff people employed since January 1, 1962 must meet the broad minimum requirement of having experience in at least two of the three classes of service — audit, tax, and management services — before they are eligible for promotion to Supervisor or Senior Consultant. In making the recommendation for promotion, it is the responsibility of the partner in charge to show that the staff man has received adequate experience in at least two classes of service. Experience includes assignments chargeable to clients as well as certain research projects having the approval of the partner in charge.

Exceptions

Specialists in mathematics, engineering and other scientific fields who have not had business school training will be excluded. Staff members employed from the outside or through mergers, with prior experience in public accounting, industry, teaching or government, will be judged for promotion on the basis of that prior experience and on their work with the firm. They will not necessarily be required to meet the minimum requirements of broad experience.

To meet the minimum requirements in experience in more than one field outlined above in the General Statement, the staff man may divide his experience between the other two fields of service.

This new requirement does not apply to those employed before January 1, 1962. Nevertheless, each office will in all probability set up a program to give these people broad experience also. This will be taken into consideration at the time that recommendations for promotion are considered.

How It Will Work

Experience in another service does not have to be continuous, nor does all experience have to be in one office. In implementing these programs it may be necessary in a few cases to make temporary or permanent transfers to other offices. It is conceivable, for example, that an audit man would be transferred to another office for six months of basic training in management services and returned to his home office for the balance of his training.

Timing is also a factor in the program. Those who plan to specialize in tax or management services will probably obtain their other experience before going into their specialty, while those who plan to specialize in auditing will probably spend at least two years on the audit staff before branching out.

Each office will carry out the program in the way that best fits its own situation, with cooperation between offices to place staff people in the best possible spots to obtain their experience requirements. For the professional man, the benefit of new ideas, new associates and new techniques should be invaluable. With this added versatility we will improve our service to clients and increase our own satisfaction in our work as professional people.